

**THE ORGANIZATION AND FUNCTIONS OF THE
OFFICE OF INTERNATIONAL TRADE**

**A Paper Submitted By
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TABLE OF CONTENTS

	Page
LIST OF ILLUSTRATIONS	111
PREFACE	iv
 PART I, GENERAL ORGANIZATION AND FUNCTION	 1
Creation of the OIT	1
Over-all Functions	3
Organization	5
 PART II, SPECIFIC ORGANIZATION AND FUNCTION OF THE FIVE MAJOR BRANCHES	 7
The Staff Offices	7
Office of the Director	7
Foreign Requirements and Claimancy	7
Foreign Economic Development (Point IV)	8
General Counsel	8
Public Information Section	9
The Intelligence and Services Branch	10
The Insurance Staff	11
The International Trade Development Division	12
Commercial Intelligence Division	13
Travel and Transport Division	14
The Economic Affairs Branch	15
Office of the Director	15
The "Areas" Divisions	16
International Economic Analysis Division	20
The Export Branch	20
The Commodities Divisions	27
Operations Divisions	28
Projects and Technical Data Division	23
Strategic Controls Division	23
Foreign Service Operations Division	23
Reporting, Programming, and Review Branch	24
Training and Personnel Programs Branch	25
 APPENDIX	
Appendix A	27
Appendix B	28
 BIBLIOGRAPHY	 29

LIST OF ILLUSTRATIONS

Figure	Page
1. Position of the Office of Internal Trade in the Department of Commerce	2
2. Organizational Structure of the Office of International Trade	6
3. Organization of the Staff Offices	7
4. Organization of the Intelligence and Services Branch	10
5. Organization of the Economic Affairs Branch Showing Countries included in Areas Divisions. . .	17
6. Organization of the Export Branch	21
7. Organization of the Foreign Service Operations Division	23

PREFACE

In the present work the writer has attempted to slant his treatment of the subject matter in the direction of "intelligence" and has given little or no consideration to the commercial substantive content. The paper, therefore, is largely devoted to describing the functions of the OIT's many divisions and not to enumerating its achievements and failures in promoting foreign trade.¹

The work is divided into two parts. In Part I the Office of International Trade is treated as a unit. In Part II the various divisions within the organization are treated individually.

In addition to the sources listed in the bibliography, numerous OIT officials were consulted. The writer, therefore, makes acknowledgement.

¹For an excellent summary of the OIT's accomplishments since its inception in 1945, see the 34th, 35th, 36th, 37th, and 38th Annual Report of the Secretary of Commerce.

PART I

GENERAL ORGANIZATION AND FUNCTION -

Creation¹

The Office of International Trade (OIT), a Department of Commerce subsidiary, was established October 21, 1945.² It represents a consolidation of the foreign trade functions formerly performed by the Bureau of Foreign and Domestic Commerce (a Commerce Department bureau) and the trade relation functions once performed by the Foreign Economic Administration.

The Office was organized as a result of certain organizational patterns that developed during World War II. At that time the government's major foreign economic activities were assigned to the Lend-Lease Administration and the Foreign Economic Administration. These agencies, in an effort to avoid duplication of effort and personnel, maintained liaison with the long established Bureau of Foreign and Domestic Commerce. In so doing they were able to utilize a large part of the Commerce Department's research and its analytical and statistical services. When the war ended and the Foreign Economic Administration was disbanded, it was felt desirable that certain of its functions³ be continued. During the same period the

¹"Department Order No. 10," Department of Commerce, December 18, 1945.

²Federal Register, 177A-811, Sept. 11, 1946.

³Control of exports, foreign trade relations, and promotion work.

Department of Commerce was considering the creation of a new office to organize into one agency those units of its Bureau of Foreign and Domestic Commerce which had been concerned with foreign trade. The result was the creation of the Office of International Trade to perform both the transferred functions of the Foreign Economic Administration and the foreign trade functions of the Bureau of Foreign and Domestic Commerce.

It should be added that the new combination has seemingly worked out very satisfactorily. It brought together a rich experience in world-wide supply operations plus a vast store of useful peacetime technical knowledge.

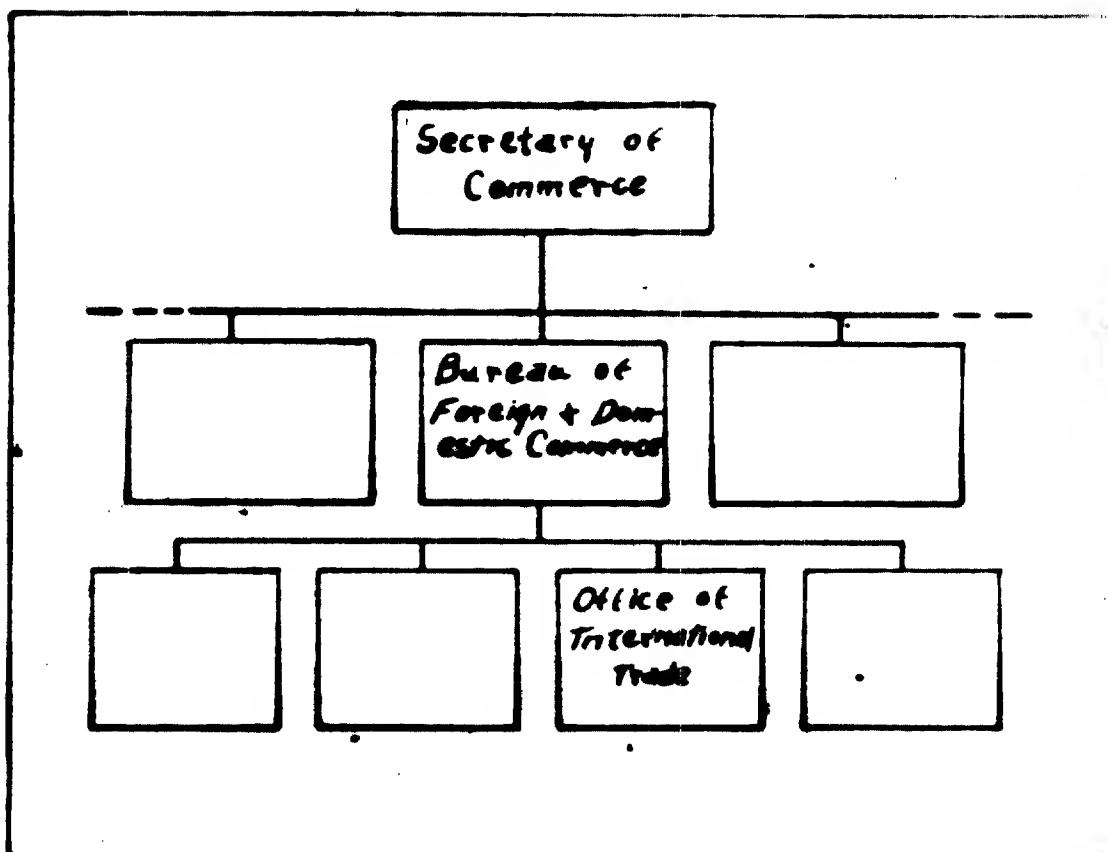


Fig. 1.--The Position of the Office of International Trade in the Department of Commerce.

Overall Functions¹

The basic objective of the Office of International Trade is to promote the foreign trade interests of the United States. Closely allied with this objective is its interest in economic development of foreign countries. In both cases the end sought is a sound, prosperous, and expanding United States' economy and stable international economic relations.

In an effort to accomplish its basic objective, OIT engages in a myriad of activities and performs numerous functions distinctive in nature. The more notable of these functions would include:

1. The collection, analysis, and dissemination of a wide variety of information relative to foreign trade. This information gathered mostly by Foreign Service officers is disseminated to U.S. businessmen interested in foreign trade (both importers and exporters) through the media of trade journals, press releases, conferences, correspondence, etc. In addition, the information is available by request at the Department of Commerce in Washington or at any one of its field offices² in the United States.

2. The participation with other nations in the solving of economic, trade, and exchange problems. This is ac-

¹Edmund F. Becker, Guides for New World Traders, (Washington, D.C.: Government Printing Office, 1949), pp. 10-15.

²Federal Register, op. cit., p. 311.

³Department Order No. 11, (amended), June 1, 1950.

²See Appendix A for complete list.

complished by membership in international organizations and conferences and by other means such as liaison with foreign embassies and various United States government agencies

3. The participation in the formulation and execution of commercial treaties and trade agreements with foreign powers.

4. The assistance of various United States agencies in the formulation of foreign economic policies. This is accomplished by making available the vast storehouse of data in its files and by the counsel and advice of its experts.

5. The direction of the administration of the export control powers vested in the Secretary of Commerce under the Export Control Act of 1949. This function includes the issuance and enforcement of export trade regulations and procedures.

6. The assistance of the chairman of the Advisory Committee on Export Policy in the preparation of reports and background data on export needs and requirements.

7. The function of serving as the Department of Commerce claimant for global foreign requirements before the Advisory Committee on Export Policy.

8. The participation with the Board of Foreign Service in the examination, selection, appointment, training, assignment, promotion, and rating of United States Foreign Service officers.

9. The direction of the Commerce Department's activities in connection with the China Trade Act, the Foreign Trade Zones Act, and the British Token Import Plan.

Organization

The Office of International Trade is organized into five branches: (1) The Staff Offices which include the Office of the Director, the Foreign Requirements and Claimancy Office, the Foreign Development (Point IV) Office, the General Counsel section, the Public Information section, and the Administrative Management Staff; (2) The Export Supply Branch which includes the Director's Office, the Investigation Staff, the Projects and Technical Data Division, the Operations Division, the Strategic Controls Division, and the various Commodity Divisions (see chart on page 6); (3) The Economic Affairs Branch which includes the Director's Office, the American Republics Division, the British Commonwealth Division, the European Division, the Far Eastern Division, the Near Eastern and African Division, and the International Economic Analysis Division; (4) The Intelligence and Services Branch which includes the Director's Office, the Insurance Staff, the Commercial Intelligence Division, the International Trade Development Division, and the Travel and Transport Division; and (5) The Foreign Service Operations Division which includes the Office of the Director, the Reporting, Program, and Review Branch, and the Training and Personnel Programs Branch.

Let us now proceed to discuss the function and operation of each of these major branches.

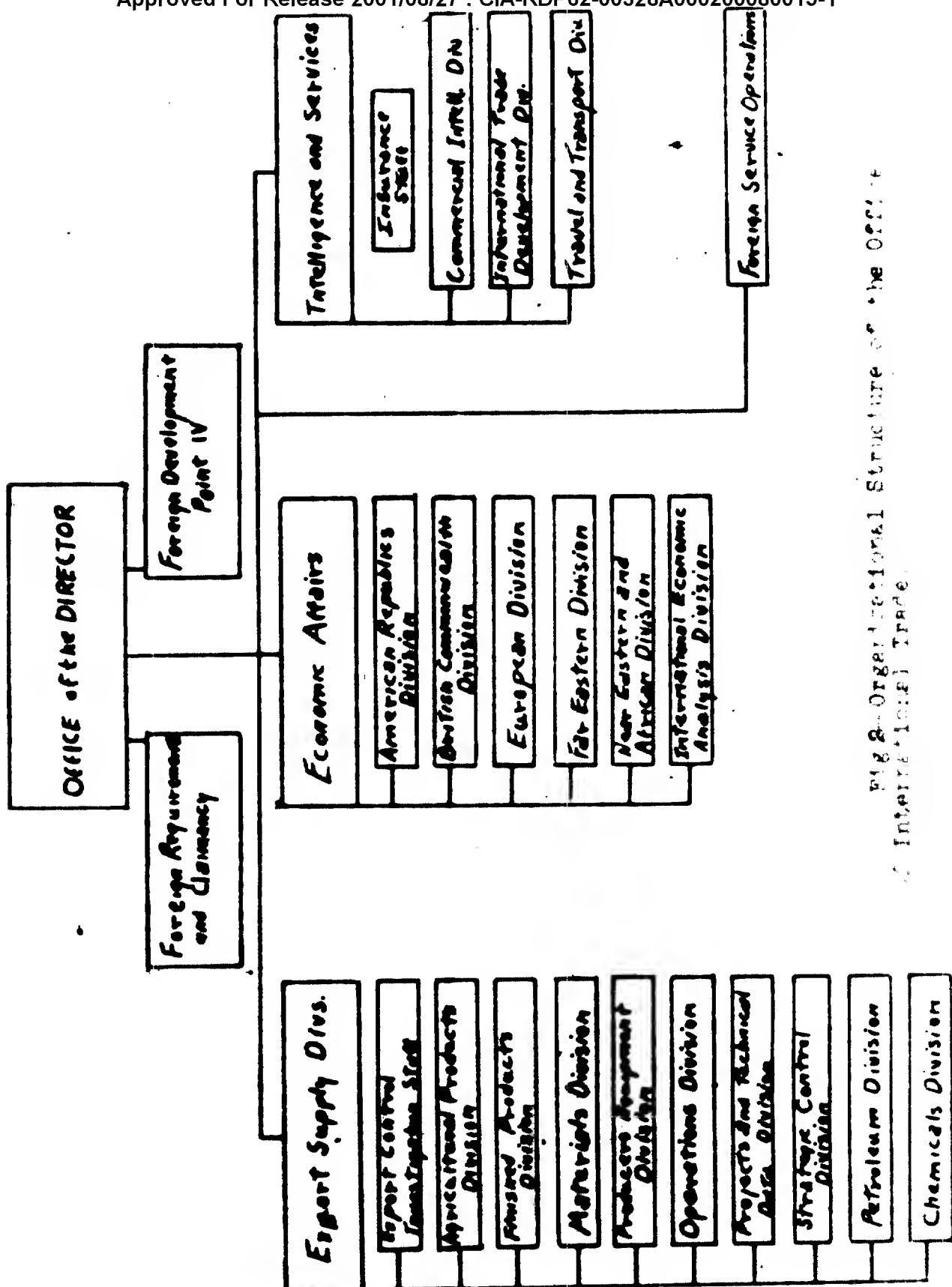


Fig. 2. Organizational Structure to be established
International Trade

PART II

SPECIFIC ORGANIZATION AND FUNCTION

OF THE FIVE MAJOR BRANCHES

The Staff Offices

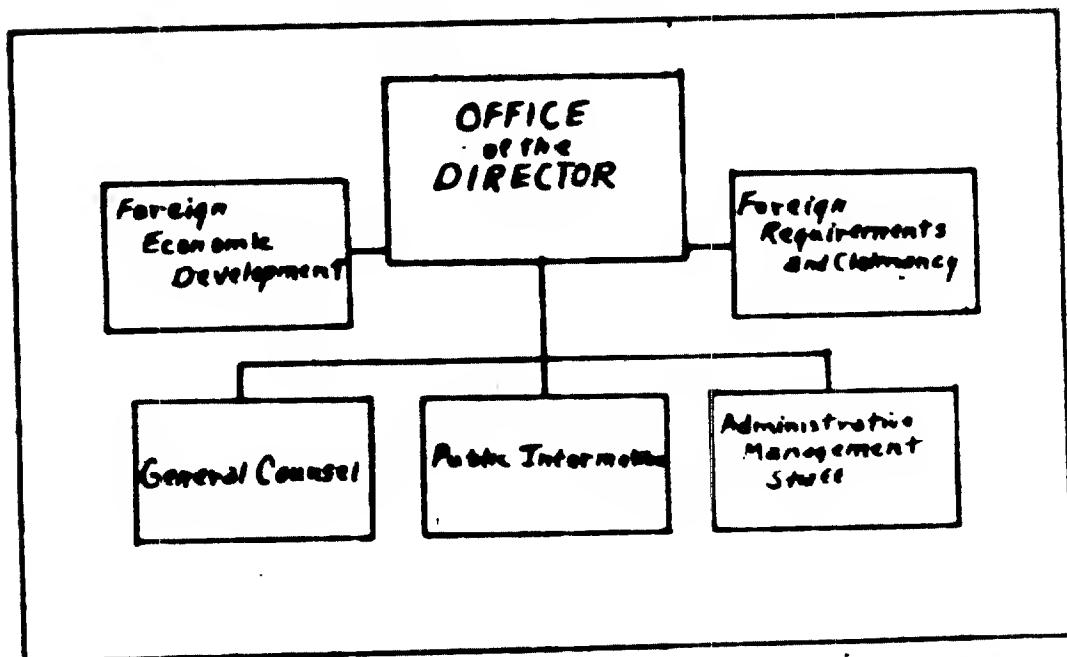


Fig. 3.--Organization of the Staff Offices.

Office of the Director

The function of the Office of the Director with the assistance of the Administrative Management Staff obviously is the supervision and management of the OIT in its entirety. In short, it carries out the functions and avowed purposes of the organization (partially enumerated on page).

Foreign Requirements and Claimancy

The Foreign Requirements and Claimancy Division has three primary responsibilities: first, the formulation of

over-all OIT programs involving the economic requirements of foreign countries; second, the claiming of materials and equipment before allocating authorities; and third, the solving of problems directly and indirectly connected with foreign requirements and claimancy as they affect U.S. manufacturers and exporters, representatives of foreign governments, and various U.S. government agencies.

In addition to these functions, the Division has a coordinating responsibility with representatives of the Economic Cooperation Administration for the countries assigned to that agency. Beyond this, the Division participates with the Director in the formulation of foreign requirements policies and programs and represents the OIT before top allocating committees concerned with foreign requirements and claimancy matters.

Foreign Economic Development (Point IV)

The Foreign Economic Development program is essentially an administrative responsibility of the State Department of the United States. Certain of the functions of the program, however, are carried out by the Foreign Economic Development Division of the OIT.

Tersely stated, this Division is responsible for developing, planning, and directing the program of the OIT to meet the objectives outlined in the Point IV Program. To fulfill this responsibility, the Division provides industrial engineering services to the various "backward" areas being assisted. In addition, it lends technical assistance relative to the development of foreign markets, and to the preparation of foreign markets for U.S. products.

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working, cement production, textile production, warehousing, and distribution of consumer goods.

The Division selects and trains personnel to be sent abroad to carry out technical assistance projects in the industrial field. It also trains foreign nationals to fill supervisory and technical roles. This is done through the cooperation of private firms, universities, and various government agencies in the United States.

Beyond these functions, the Foreign Economic Development Division has the responsibility of representing the Commerce Department on matters brought before the Interdepartmental Advisory Council on Technical Cooperation in connection with the planning and operation of the government-wide Foreign Assistance Program.

General Counsel

The General Counsel section attached to the staff offices of the OIT provides advice and assistance to the organization regarding legal matters. In addition, it coordinates within the OIT relations with the Congress of the United States by assisting in preparation of reports and testimony required by legislative committees.

Public Information Section

As its name implies, the Public Information section is charged with the responsibility of getting information to the public. It continuously plans and conducts informational,

promotional, and educational programs to acquaint the public, and particularly the trades community, with the services, policies, and activities of the OIT. It also makes available to business and industry the factual material relative to world markets, trends, developments, etc. which is assembled by the operating divisions.

Intelligence and Services Branch

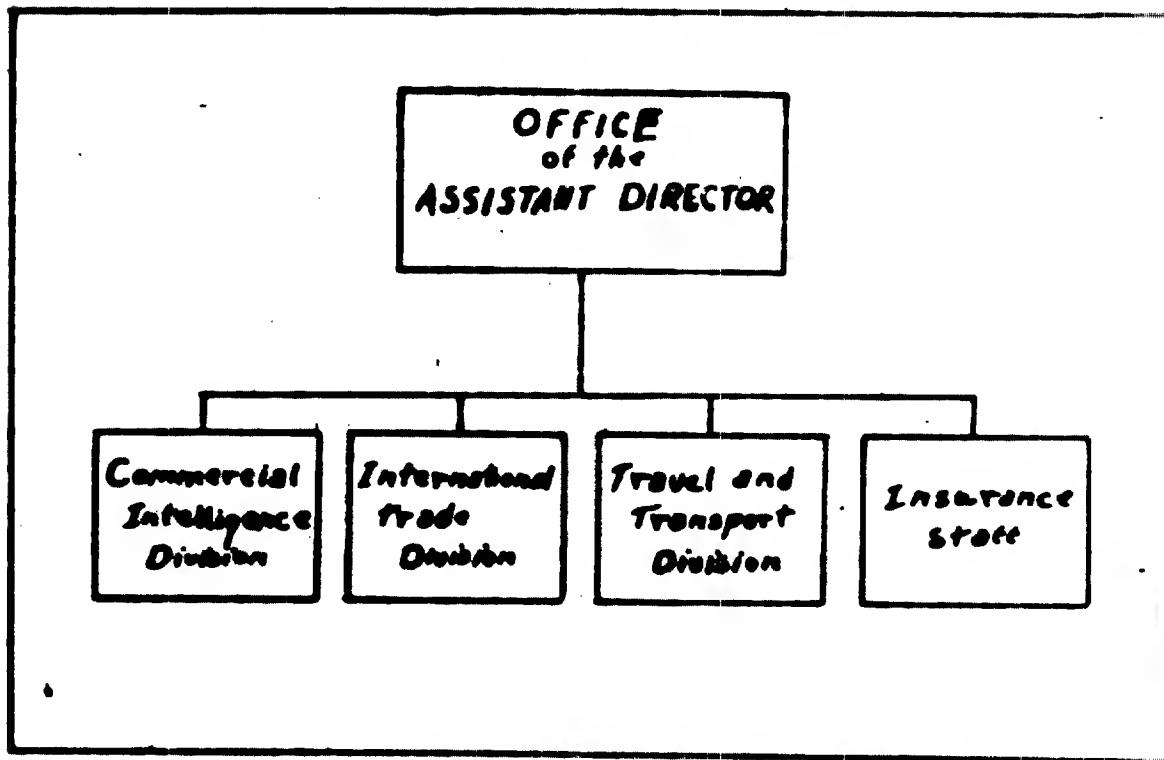


Fig. 4.—Organization of the Intelligence and Services Branch.

The Intelligence and Services Branch is primarily concerned with the gathering, analyzing and disseminating commercial information relative to "human activity." More specifically, it collects and processes data dealing with foreign business establishments, activities of foreign trade associations,

export and import connections abroad, etc.¹ The Branch also makes studies and recommendations relating to the removal of obstructions to the development of transportation and communications.

An additional function of the Intelligence and Services Branch is that of providing a personalized service to exporters and importers who are interested in planning, selling, or buying operations abroad. This personalized service includes access to various publications such as foreign trade lists, reports on particular foreign establishments, and surveys of conditions in particular countries relative to consumer tastes and demands.

In a more general way the Intelligence and Services Branch is responsible for the formulation of policies and programs designed to stimulate import and export trade. Particularly is this function emphasized during periods of rapid defense preparation and mobilization.

The Insurance Staff

The Insurance Staff has the responsibility of formulating and directing fact-finding projects dealing with insurance in foreign countries. In so doing, it attempts to provide a comprehensive picture of the world insurance market. In performing this function, it analyzes developing trends and restrictions in foreign insurance markets, develops lines of contact between the American and foreign insurance markets, makes recommendations to the Commerce Department regarding

policy position to be taken, and functions as a center for information on international insurance matters for the Department of Commerce and other interested government agencies.

The International Trade Development Division

The International Trade Development Division has the specific function of formulating and developing plans to establish and maintain a volume of international trade consistent with the needs for national security. Closely allied with this responsibility is the function of analyzing and disseminating information relating to the availability or potential availability in foreign countries of materials and products essential to defense production. This information is not only given to interested U.S. businessmen, but to various government agencies interested in national defense and foreign policy.

The International Trade Development Division has the additional function of administering that portion of the ECA Technical Assistance Program and Point IV Program which is concerned with marketing and distributing of products produced in foreign countries.

Other functions of lesser magnitude performed by the Division include the promotion of U.S. export and import interests through international fairs and exhibitions and the implementation of Department of Commerce policy of expanding the use of U.S. Foreign Trade Zones by U.S. and foreign traders.

Commercial Intelligence Division

A primary function of the Commercial Intelligence Division is the maintenance of a central intelligence exchange relating to commercial and industrial enterprises in all areas of the world. It collects data regarding private, quasi-governmental, and governmental business enterprises engaged in international trade¹ relative to goods produced, location, volume of business, potential, size, method of operation, reputation, number of employees, capital, annual turnover, ownership or management, and representatives in the United States, if any. This information goes to make up what is known as the World Trade Directory.² Currently, such detailed information is maintained on over 800,000³ foreign firms and individuals in some eighty five countries.

In addition to its function of providing U.S. businessmen and government agencies with a detailed knowledge of foreign business firms engaged in foreign trade, the Division advises government procurement agencies as to where strategic materials, etc. may best be procured. It also serves as a central source of commercial intelligence information for the Department of Commerce and other agencies of government concerned with defense, security, and control operations.

¹Corrie Cloyes and Edmund F. Becker, Channels for Trading Abroad, (Washington, D.C.: Government Printing Office, 1948), p. 23.

²See Appendix B for sample World Trade Directory Report.

³Corrie Cloyes and Edmund F. Becker, op. cit., p. 21.

Travel and Transport Division

The over-all function of the Travel and Transport Division is the promotion of international travel. The purpose behind this function is obvious. On the one hand, it tends to create good international relations which is a stimulus to trade. On the other, it brings foreign currency to the various countries so that money is available for trade. At a time when a dollar shortage exists in most foreign countries, it is particularly desirable that American tourists be stimulated to travel to foreign countries. To accomplish this purpose, the Travel and Transport Division endeavors to develop and encourage practices and policies to eliminate and simplify barriers to travel.

Another travel function performed by this Division is that of sponsoring travel of foreign trade representatives to the United States. They are thus exposed to American commercial techniques, and have the opportunity to study the American market.

Additional functions include (1) the collection and dissemination of data relative to the extent of travel facilities, housing, food supply, etc. of foreign countries; (2) the developing of reports relating to the relationship of travel to foreign trade and investment; (3) the analysis and interpretation of data dealing with foreign air, ocean, and inland transport potentials; and (4) the collection and dissemination of information having to do with passport regulations, customs, etc.

The Economic Affairs Branch

The functions and responsibilities of the Economic Affairs Branch are many. Of primary importance, however, is the responsibility of providing business and government with the "area" information needed to appraise the potentialities of foreign markets and sources of supply. Beyond this, it participates in the formulation of U.S. international trade and economic policies and represents U.S. trade interests in negotiations with other governments. Other responsibilities include participation in the formulation of the U.S. export control policy and the performance of certain services in the administration of the British Token Import Plan.

The Office of the Director for Economic Affairs

As we have already noted, the Economic Affairs Branch has the responsibility of developing for the Director of the OIT its economic policies and programs. This function is performed by the Director's Office but utilizes the efforts and facilities of the International Economic Analysis Division and the several geographic divisions in the Economic Affairs Branch.

The Office of the Director also advises the Secretary of Commerce on matters relative to foreign trade, foreign economic development, finance and monetary matters, commercial policy, U.S. private investment possibilities, and general economic conditions of countries abroad. In addition to these functions, the Office serves as the departmental representative

on the Trade Agreements Committee, United Nations Economic Committee and the Staff Committee of the National Advisory Council. It also coordinates the work of the Department of Commerce in its relations with the United Nations.

The "Areas" Divisions¹

General Functions.--The basic duties of the Economic Affairs Branch are performed by the various Areas Divisions. In a general way their function is to assemble and analyze all available economic data on foreign nations and make it available to interested government agencies and private interests. More specifically, the Areas Divisions, for one thing, assist various U.S. government agencies in the development of foreign economic programs. For example, they assist in the formulation and development of the U.S. Foreign Economic Aid Program and the Technical Assistance Program. They also frequently represent the Commerce Department in the support of U.S. financial policy on U.S. delegations to such international conferences as the World Bank and Fund, Economic and Social Council of the U.N., etc.

The Areas Divisions, moreover, cooperate with the U.S. Department of State in preparation and negotiation of treaties

¹34th Annual Report of the Secretary of Commerce. (Washington, D.C.: Government Printing Office, 1946), p. 116.

35th Annual Report (1947), p. 250.

36th Annual Report (1948), p. 300.

37th Annual Report (1949), p. 58.

38th Annual Report (1950), p. 75.

Federal Register, op. cit., p. 312.

"Department Order No. 11," op. cit.

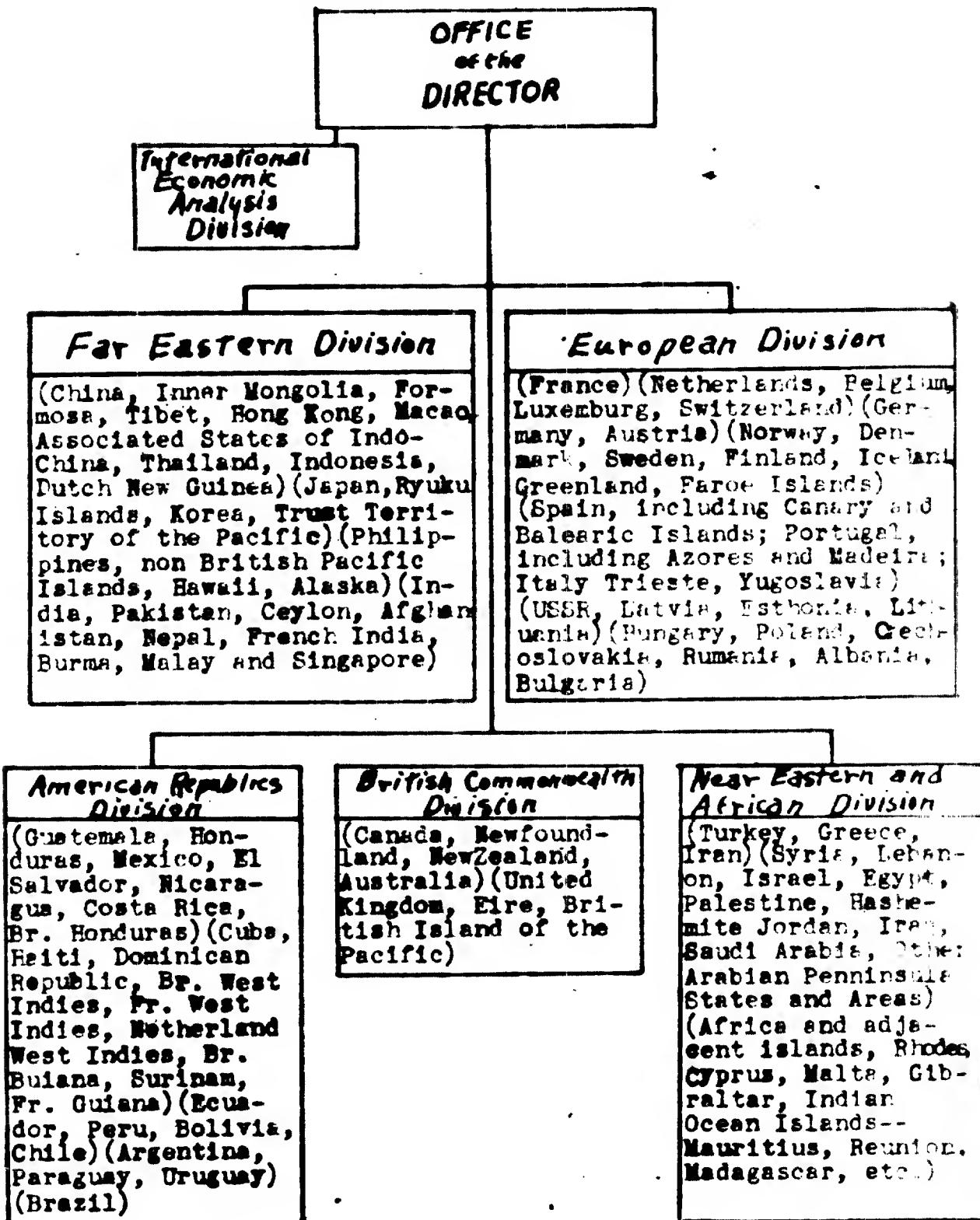


Fig. 5.--Organization of the Economic Affairs Branch Showing Countries Included in Areas Divisions.

relative to commerce and navigation. They also, under the supervision of the Foreign Service Operations Division, assist in the selection, training, and rating of Foreign Service personnel engaged in economic and commercial reporting abroad. To aid in the accomplishment of this function, they maintain liaison with economic staffs of foreign embassies and U.S. embassies, legations, and consulates to present and interpret economic and commercial reporting programs and to acquaint Foreign Service officers with the current trade promotion activities of the OIT.

Export control functions.--An important function of the Areas Divisions since World War II, and particularly since the outbreak of the Korean War, has been the development, the analyzation, and justification of the import requirements (from the United States) of individual foreign countries. Closely allied with this function is the responsibility of keeping posted as to the extent of trade between other foreign countries and the Soviet-controlled areas. With this knowledge they advise the National Security Council as to the effects of such trade upon U.S. security interests.

Finance functions.--The Areas Divisions develop and maintain information on financial matters in foreign countries. They are particularly interested in fiscal operations, banking laws, corporate holdings, currency exchange rates and exchange legislation, foreign investments, and legislation affecting foreign investments.

Commercial law functions.--Relative to commercial laws, the Areas Divisions assemble and maintain current information on company laws, tax laws and schedules, employment of American nationals in foreign countries, labor and social security legislation, and commercial regulations in general. In addition to this, they attempt to analyze the effects of such laws and regulations on American businessmen operating in those areas or trading with the areas from the United States.

Functions relative to barriers affecting international trade.-- The Divisions maintain current information on legislation and regulations of foreign countries relative to import and export tariffs, customs regulations and procedures, import and export regulations, food and drug regulations, and quarantine and sanitary regulations. This information is disseminated to interested U.S. businessmen and government agencies. In addition to this fact-finding function, the Areas Divisions analyze the data and attempt to ascertain the effect of each new change on American interests and on international trade in general. If changes are contrary to U.S. treaty rights, official protests are initiated.

Foreign development function.--The Areas Divisions design and recommend technical aid projects under the United States Technical Cooperation Program. If and when such projects are approved, the Areas Divisions supervise or carry them out.

Trade Agreement functions.--The Areas Divisions participate with the State Department in the formulation, nego-

tiation, and conclusion of trade agreements with foreign countries.

Statistical functions.--The respective Areas Divisions compile, analyze, and disseminate statistics on foreign trade by country and by commodity, trade movements, production and consumption in foreign countries, cost of living and price trends in foreign countries. In addition to this, they prepare analytical studies of regional and inter-regional trade and economic problems for use in the formulation of U.S. economic policies and in advising business interests.

International Economic Analysis Division

The International Economic Analysis Division compiles and analyzes statistical data (much of it gathered by the Areas Divisions) relative to world trade and regional and inter-regional problems. This finished product serves as a basis for the policy positions of the Department of Commerce on these matters. Beyond this, the statistics are published for American consumption (World Trade Statistics).

The Export Branch

In contrast to the Economic Affairs Branch, the Export Branch is organized along commodity lines.¹ Thus, one Division has jurisdiction over foodstuffs, for example, and another, over machinery. The Branch, in general, serves two distinct functions. First, it compiles, analyzes, and disseminates

¹Federal Register, op. cit., p. 312.

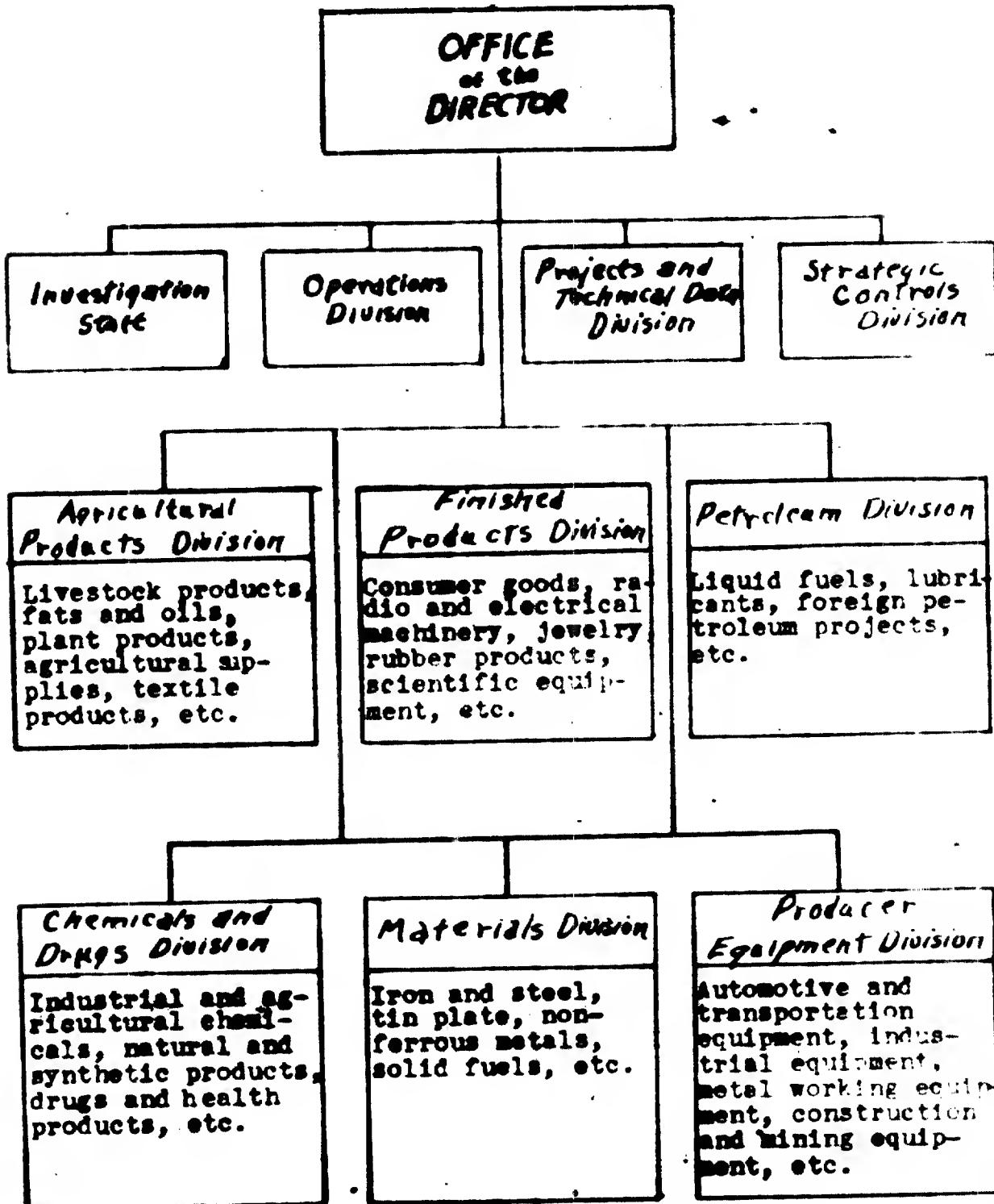


Fig. 6.--Organization of the Export Branch.

foreign trade information with respect to particular commodities or industries; and second, it administers the export licensing and control program. Beyond these basic functions, it represents the Department of Commerce on committees dealing with commodities and maintains liaison with other agencies including foreign government missions relative to world requirements and supply situations.

The Commodities Divisions

Many of the functions of the Export Supply Divisions are carried on by the various Commodities Divisions. One of their functions is the continuous analysis (from a commodity standpoint) of foreign demand and supply. With this information requirements are determined and requirement reports are submitted to allocating committees. In addition to this function, the Commodities branches determine the strategic importance of commodities and recommend licensing policies for them. Beyond this, they serve as the focal point in the Department of Commerce in international commodity policies and problems.

Operations Division

The Operations Division receives, examines, and routes license applications to the various Commodity Divisions. They also have the function of maintaining informational and consultive services on export control for foreign traders, representatives of foreign governments and the Department of Commerce field offices.

Projects and Technical Data Division

The Projects and Technical Data Division advises as to the desirability of exporting or releasing for foreign uses certain types of unclassified technical data having significance to national security. They also analyze from a technical and national interest standpoint all project license applications except petroleum.

Strategic Controls Division

The Strategic Controls Division directs the development of OIT policy as relates to strategic ratings and foreign controls.

Foreign Service Operations Division¹

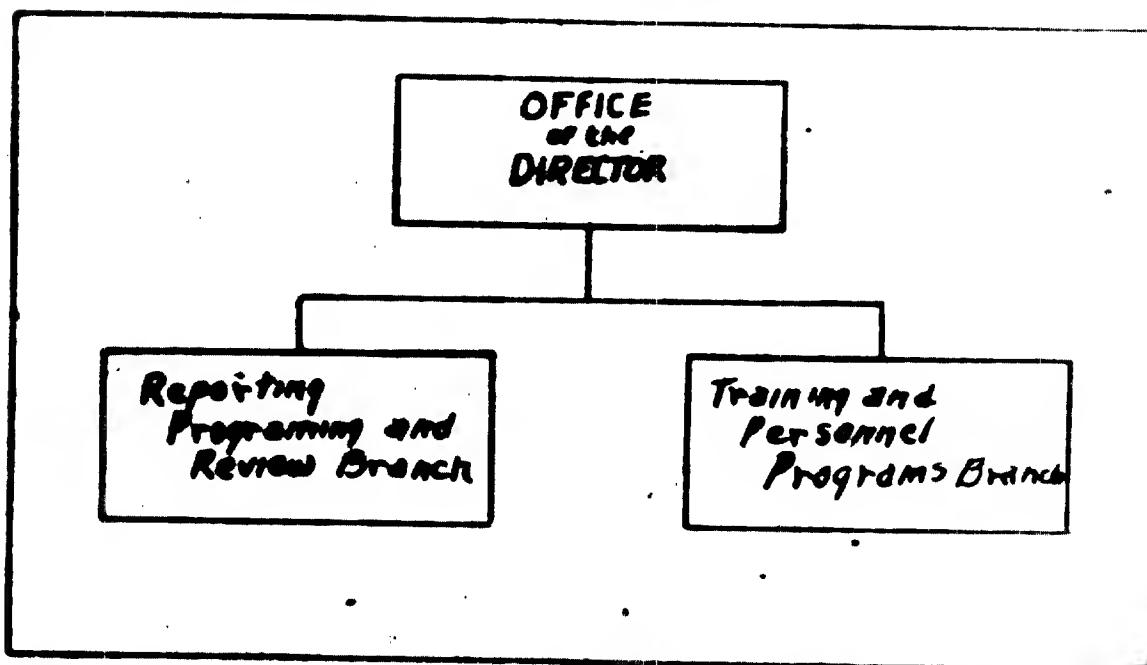


Fig. 7.--Organization of the Foreign Service Operations Division.

¹ Edmund F. Becker, op. cit., p. 10.

The Office of International Trade does not maintain its own information-collecting staff in foreign areas. Rather, it depends upon the American Foreign Service. It does, however, closely collaborate with Foreign Service in the training of officers who are to collect commercial data, and recommends to it policies and programs in the interest of the Commerce Department.

The Foreign Service Operations Division of OIT is the link between the Foreign Service of the United States and the Department of Commerce. It provides special services to all primary units of the Department in connection with obtaining information from abroad. In addition, it maintains liaison with the Department of State, the Civil Affairs Division and Military Intelligence Division of the Department of the Army, the Office of Naval Intelligence of the Naval Department, and the Central Intelligence Agency.

Reporting, Program, and Review Branch

The Reporting, Program, and Review Branch, as its name would indicate, is charged with the responsibility of formulating and maintaining the procedures to be used by Foreign Service officers reporting for the Department of Commerce. It also maintains a system for the receipt, review, control, and distribution of communications from the Foreign Service, the Economic Cooperation Administration, Department of Defense, Central Intelligence Agency, and other services having representatives abroad.

A goodly portion of the reports that flow in from foreign countries are those relative to subject matter which is constantly under surveillance. Foreign Service officers thus send a continuous flow of this type of information. When it arrives at the Foreign Service Offices from abroad, it is distributed to the various interested agencies. That which is routed to the Department of Commerce is sent to the Reporting, Program, and Review Branch. The Branch then routes the information to the respective Commerce Divisions concerned.

A certain percentage of the reports which the Reporting, Program, and Review Branch processes are specific in nature and are initiated upon request of OIT itself. When, for example, the OIT is unable to answer a specific question brought to it by a U.S. business man interested in foreign trade, it requests that information from the Foreign Service personnel most likely to get the information. More specifically, the particular Branch (usually the Intelligence and Services Branch) desiring the information makes the request to the OIT's Foreign Service Operations Division. The request is then passed to Foreign Service and from there to the particular Foreign Service Officer concerned. When the needed information is obtained, the report is, of course, sent back through the same channels.

Training and Personnel Programs Branch

The responsibility of the Training and Personnel Programs Branch is that of developing and maintaining highly

trained foreign personnel to gather information for the Department of Commerce. As has already been noted, the Department of Commerce does not maintain its own foreign-information-gathering staff, but relies upon the American Foreign Service. It does, however, train those Foreign Service officers who are to engage in finance, commodity, and industry reporting. This then is the function of the Training and Personnel Programs Branch. To accomplish its purpose it has developed comprehensive training courses in the fields of foreign tariffs and commercial policy, economic reporting, commercial intelligence, protection and promotion of American trade, trade policies of the U.S. and foreign governments, and export and import practices. In addition to this, it gives courses designed to familiarize the student with the various activities of the Department of Commerce and the functions and practices of its primary units. Beyond these functions under the provisions of the Foreign Service Act of 1948, the Branch is responsible for assuring the full participation of the Department of Commerce in the selection, appointment, assignment, rating and transfer of officers of the Foreign Service.

APPENDIX A

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U. S. DEPARTMENT OF COMMERCE
FIELD SERVICE

LIST OF FIELD OFFICES

JUNE 18, 1951

(Supersedes List of May 18, 1951)

ATLANTA, S. C.
1033 Currie Street
Russell H. Stokes
Industrial Analyst in Charge
(Phone: 1033).

ALBANY, N. Y.
51 Columbia Street
Richard E. Wheeler
District Manager
(Phone: 5-0011)

ALBUQUERQUE, N. MEX.
Room 2114
200 W. Gold Avenue
Thomas L. Moore
District Manager
(Phone: 6761, Ext. 110 & 111)

APPLETON, WIS.
214 North Superior Street
Herbert C. Greene
District Manager
(Phone: 3-5504)

ATLANTA 8, GA.
916 Atlanta National Building
50 Whitehall Street S. W.
Merrill C. Lofton
Regional Director
(Phone: Walnut 6121, Ext. 663)

ATLANTA, GA.
210 Howell Street
1002 Green Street
Frederick G. Head
Acting District Manager
(Phone: 6-0204)

BALTIMORE 2, MD.
312 Court Square Building
200 East Lexington Street
John Weber
District Manager
(Phone: Mulberry 7128)

BIRMINGHAM, S. C.
County Office Building
John R. Hayes
Industrial Analyst in Charge
(Phone: 202)

BIRMINGHAM, ALA.
731 Frank Nelson Building
Second Ave. & Twenty-fifth St.
Paul W. Jones
District Manager
(Phone: 53-3621)

BOSTON, 10400
251 Currie Building
9th and Main Streets
James E. Harley, Jr.
Acting District Manager
(Phone: 6774 & 6785)

BOSTON, MASS.
10 Broad Street
Paul G. Conroy
Regional Director
(Phone: Hubbard 2-6200,
Ext. 61 & 62)

BRIDGEPORT, Conn.
Barnard Thompson Building
177 State Street
Seth C. Moore
Industrial Analyst in Charge
(Phone: 66-2948)

BUFFALO 3, N. Y.
604 Federal Building
117 Ellicott Street
John J. Lowe
District Manager
(Phone: Wallace 4216)

BUTTE, MONT.
106 Federal Building
William G. Moloney
District Manager
(Phone: 4258)

CHARLESTON 20, S. C.
6 Hudson Street
C. W. Martin
District Manager
(Phone: 7771)

CHARLESTON 1, W. VA.
Chamber of Commerce Bldg.
2 Capitol Street
Charles E. Minott
District Manager
(Phone: 2-7125)

CHARLOTTE, N. C.
203 Lloyd Bldg.
317 South Tryon Street
Edward W. Witt
District Manager
(Phone: 6-3800)

CHATTANOOGA 2, TENN.
710 James Bldg.
Eighth & Broad Street
Albert B. Clark
District Manager
(Phone: 7-5673)

CHEYENNE, WYO.
410 Federal Office Bldg.
21st St. & Conroy Ave.
Albert G. Kahn
District Manager
(Phone: 2001, Ext. 101 & 102)

CHICAGO 1, ILL.
1700 LaSalle-Michigan Bldg.
221 North LaSalle St.
George C. Payne
Regional Director
(Phone: Central 6-7422)

CINCINNATI 2, OHIO
1020 Federal Reserve Bank Bldg.
106 W. Fourth St.
Robert M. Ladday
District Manager
(Phone: Number 2200)

CLEVELAND 14, OHIO
410 Union Commerce Bldg.
925 Euclid Avenue
George A. Moore
Regional Director
(Phone: Cherry 1-7800)

COLUMBIA 1, S. C.
110 Palmetto State Life Bldg.
1310 Lady Street
William D. Worthy
District Manager
(Phone: 3-1045 & 3-2119)

COLUMBUS, OHIO
312 Trautman Bldg.
209 South High Street
John A. Bush
District Manager
(Phone: Hale 4200)

DALLAS 2, TEX.
Besse 1116
1116 Commerce Street
Ernest L. Tett
Regional Director
(Phone: Riverside 6951)

DAVENPORT, IOWA
310 East Bldg.
Third & Ripley Street
Hal P. McCarthy
District Manager
(Phone: 3-2703)

DAYTON 2, OHIO
1020 U. S. Bldg.
Fourth and Main Street
Clifford E. Finley
Industrial Analyst in Charge
(Phone: Michigan 6881)

DECATUR, ILL.
102 Decatur Club Bldg.
Paul J. Fields
District Manager
(Phone: 3-6621)

DENVER 2, COLOR.
102 New Custom House
10th & Stewart Street
Charles E. Brakke
Regional Director
(Phone: Capitols 6151,
Ext. 601 & 602)

DETROIT 26, MICH.
1030 Federal Bldg.
239 W. Fort Street
William T. Hunt
District Manager
(Phone: Woodward 3-4820)

HARTFORD 1, CONN.
224 Post Office Bldg.
135 High Street
Frank J. Madon, Jr.
District Manager
(Phone: 7-3241, Ext. 273)

HOQUILDE 1, ILL.
Dr. Linham 9149
Fred R. Kingman
District Manager
(Phone: 6-3407 & E. 1408)

HOUSTON 16, TEX.
602 Federal Office Bldg.
Warren S. Brown
District Manager
(Phone: Capitol 720-1)

KNOXVILLE 5, TENN.
South 410
224 South Madison Street
W. C. Langford
District Manager
(Phone: Lincoln 2361 & 396)

JACKSON, MISS.
206 Fidelity Bldg.
628 Yazoo Street
Ervin L. Billings
District Manager
(Phone: 3-4872 & 3-4973)

JACKSONVILLE 1, FLA.
425 Federal Bldg.
311 West Monroe Street
William A. Dunlap
District Manager
(Phone: 6-7111)

KANSAS CITY 4, MO.
700 Frederick Bldg.
603 McGee Street
Kenneth V. Jones
Regional Director
(Phone: Harrison 4421)

KINGSTON, TENN.
249 Daylight Bldg.
201 Union Avenue
Lucien C. Greene
District Manager
(Phone: 5-1128 & 5-1139)

LITTLE ROCK, ARK.
204 Guardian Bldg.
205 Center Street
John F. Austin
District Manager
(Phone: 2-4261)

LOS ANGELES 12, CALIF.
1846 U. S. Post Office &
Court House
312 North Spring Street
Edwin Bates
District Manager
(Phone: Madison 741)

ATLANTA 2, GA.	1900 Masonic Temple Bldg. 283 St. Charles Avenue Harold C. Jackson District Manager (Phone: Jackson 1-3611)	1900 Masonic Temple Bldg. 283 St. Charles Avenue Harold C. Jackson District Manager (Phone: Canal 3-9011)	1900 Masonic Temple Bldg. 283 St. Charles Avenue Ralph W. Sullivan District Manager (Phone: Broadway 8-4711, Ext. 1811)	519 Bedell Building 118 Broadway George L. McElrath District Manager (Phone: Fannin 7-1411)	918 Church Bldg. West Onondaga & S. Seneca St. William W. Henry District Manager (Phone: 2-7133)
AMARILLO, TEX.	101 Exchange Bldg. 111 13th Street Alexander C. Jackson District Manager (Phone: 3-2000)	NEW YORK 4, N. Y.	227 Post Office Annex John F. McElrath Regional Director (Phone: Bldg 4-8000)	SAN DIEGO, CALIF.	300 Wallace St. Bldg. Annex 608 Tampa Street Charles Murdoch District Manager (Phone: 2-3800)
MANCHESTER, N. H.	315 Concord Bldg. 114 Elm Street Earl P. Granier District Manager (Phone: 6-7636 & 6-7636)	WILMINGTON, VA.	301 Duke York Bldg. 610 Duke Street James M. McElroy District Manager (Phone: 4-8289)	215 State Capital Life Insurance Bldg. 2020 Patterson Street Alfonso C. Jalliff District Manager (Phone: 4-1943)	218 Huron Street Darrell J. Dunkle District Manager (Phone: 2-3800)
MEMPHIS 3, TENN.	729 Federal Bldg. John M. Fowler District Manager (Phone: 8-3026)	OKLAHOMA CITY 2, OKLA.	102 W. W. Third George B. Phillips District Manager (Phone: 7-8001)	215 Flood Building 870 Market Street John J. Judge Regional Director (Phone: Yukon 2-8000)	TOLEDO, OHIO
MILWAUKEE 2, WIS.	401 Seybold Bldg. 111 N. E. First Street Marion A. Leonard District Manager (Phone: 9-7533)	OMAHA, NEB.	206 Woodward Bldg. 400 North 16th Street Norvin K. Nichols Acting District Manager (Phone: Jenkins 7000, Ext. 604 & 605)	2 Puerto Rican Reconstruction Building Admin. Ground Building W Harold Lockheimer District Manager	Chamber of Commerce Bldg. 218 Huron Street Darrell J. Dunkle District Manager (Phone: Adams 6275)
MINNEAPOLIS 2, MINN.	507 Minnesota Federal Savings 1 Lyon Bldg. 517 Marquette Avenue S. Lee M. Bryan Regional Director (Phone: Geneva 5811)	PARIS, KY.	218 Kentucky Avenue George F. Becker Industrial Analyst in Charge (Phone: 628)	SAN JUAN, P. R.	306 Old Post Office Bldg. E. State & Montgomery St. Henry A. Lucido District Manager (Phone: 5-8501)
MOBILE 10, ALA.	316 Federal Bldg. 109-13 St. Joseph Street Wilcom L. Lewis District Manager (Phone: 2-2801)	PEORIA 2, ILL.	205 Commercial National Bank Bldg. 302 South Adams Street Wiley C. Rappard District Manager (Phone: 3-2813 & 3-2814)	218 U. S. Court House & Post Office Bldg. 125-29 Bell Street Joseph G. Stovall District Manager (Phone: 2-4755)	TRENTON, N. J.
MONTPELIER, VT.	2nd Floor Willard Block Bldg. 79 Main Street Dan E. P. Kealey District Manager (Phone: 2158 & 2159)	PHILADELPHIA 6, PA.	316 Kentucky Avenue George F. Becker Industrial Analyst in Charge (Phone: 628)	SCRANTON, PA.	115 South Hanover Robert H. Schaub District Manager (Phone: 4-4151)
NASHVILLE 3, TENN.	410 Nashville Trust Bldg. 315 Union Street Joseph C. Corbin District Manager (Phone: 42-2000 & 42-2007)	ROCHESTER, N. Y.	819 Commerce Bldg. 110 East Main Street John F. Neenan District Manager (Phone: Hamilton 2004)	SEATTLE 4, WASH.	212 East Waterman Street Glenn A. Weaver District Manager (Phone: 4-2261)
NEWARK 2, N. J.	1021 Clark Bldg. 717 Liberty Avenue Charles A. Carpenter District Manager (Phone: Mitchell 2-0001)	PHOENIX, ARIZ.	802 Cutler Bldg. 301 So. Main Street Frank G. Beato District Manager (Phone: B-0001 & 5-9002)	SHREVEPORT, LA.	212 Pool Bldg. 308 Market Street Peter J. Potocsky District Manager (Phone: Kingston 8-1428)
NEW HAVEN, CONN.	1 Temple Bldg. 125 Temple Street Frank L. McElrath District Manager (Phone: 5-0078)	PITTSBURGH 22, PA.	1800 Jay Street Arthur F. Davis District Manager (Phone: Gilbert 3-1016)	SIOUX FALLS, S. DAK.	211 Pennsylvania Bldg. Front & French Streets Robert C. Powell District Manager (Phone: 4-4161)
PORTLAND, ME.	910 Congress Bldg. 677 Congress Street John R. Feltie District Manager (Phone: 3-8801 & 3-8802)	ST. LOUIS 1, MO.	910 New Federal Bldg. 1110 Market Street Clyde Miller District Manager (Phone: Main 8100)	SPOKANE, WASH.	201 Dear Bldg. 107 Front Street George W. Grabenstein District Manager (Phone: 2-1948 & 2-1949)
SALT LAKE CITY 1, UTAH	828 Temple Bldg. 100 West Second Street So. Kenneth S. Dyer District Manager (Phone: 5-7001 & 3-2800)	SALT LAKE CITY 1, UTAH	828 Temple Bldg. 100 West Second Street So. Charles J. Diamond District Manager (Phone: 5-2500 & 3-2500)	SPRINGFIELD, MASS.	216 Madison Bldg. 1430 Main Street Charles J. Diamond District Manager (Phone: 9-2500 & 9-2500)

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